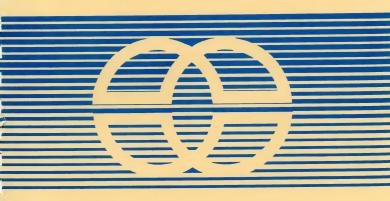
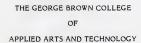


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MULTI-YEAR PLAN '80



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MULTI-YEAR PLAN '80

PART 1

OPERATIONAL OBJECTIVES AND STRATEGIES

ROBERT B. BRADLEY Chairman, Board of Governors D. E. LIGHT President

April 1980

GEORGE BROWN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

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FOREWORD

In accordance with the Department of Education Act, Section 6, Subsection 2, and in compliance with the Council of Regents' Multi-Year Plan Guidelines for 1980, herewith contained is Part 1, OPERATIONAL OBJECTIVES AND STRATEGIES of The George Brown College of Applied Arts and Technology Multi-Year Plan 1980.

The Council of Regents' Multi-Year Plan Guidelines for 1980 specify that the College Plan is to consist of two parts. Part 2, SUPPORTING APPENDICES, in accordance with the guidelines, is to be submitted at a later date. It is recommended that readers of Part I of the College Multi-year Plan also read Part 2 when it becomes available (the submission date is July 31) so as to ensure a complete understanding of College intentions and plans.

The College has adopted the Council of Regents' recommendation to provide specific statements of operational objectives and strategies. With only minor modification, the College Multi-Year Plan has adopted the report format suggested by the Council of Regents.

The College Multi-Year Plan is composed of six sections. The College did not develop alternative planning strategies to those presented here and, hence, has elected to omit this optional section from the Plan.



April 30, 1980

COMMENTS FROM THE CHAIRMAN OF THE BOARD OF GOVERNORS

I am pleased on behalf of the Board of Governors of George Brown College to herewith submit Part I of our Multi-Year Plan '80. As will be noted from the contents of this report, 1979-80 was a most successful year at George Brown in that most of our objectives were addressed in a positive manner. The Board is particularly pleased with the substantial improvement in enrolment in our post-secondary programs and in our part-time courses. This is partially attributable to a public relations campaign initiated in 1978, but as well, reflects the fact that the College has supported a planning model with a strong evaluative component.

The objectives for 1980-81 are varied but have the common theme of improvement in our effectiveness and efficiency. In particular, we intend to critically examine all programs using a variety of measurement techniques such as CAPRI. As well, we will stress the "saturation" use of our facilities to minimize further capital investment.

The major concern which faces George Brown in the future is the uncertainty of the maintenance of our current enrolment. George Brown is particularly vulnerable to fluctuations in the OTA programs; as a matter of fact we will experience a 7 per cent reduction in manpower training days in 1980-81 as compared to 1979-80, which is equivalent to a loss of over \$750,000 in revenue. The College has avoided any major repercussions this year due to this dramatic drop in seat purchases by the imposition of rigid budget controls. As well, we intend over the next two years to counter the expected loss in OTA revenue by 3

CHAIRMAN, THE BOARD OF GOVERNORS.

actions as follows:

- 1. The creation of larger organization units to reduce administrative costs.
- 2. The introduction of a parameter system to regulate faculty complement.
- A calculated reduction in non-teaching personnel through resignation and retirement, and as a last resort, lay-off.

It is conceivable that future reductions in OTA purchases will be of such magnitudes that further actions beyond those listed above will be necessary to ensure the financial viability of George Brown.

The success which George Brown has experienced the past year is due to a dedicated and conscientious Board of Governors, creative and industrious staff, and students who are committed to career education. The continued co-operation of both the Council of Regents and the Ministry of Colleges and Universities has been a most positive force in the realization of our objectives. In these circumstances we face a demanding future with confidence.

R.B. Bradley
Chairman, Board of Governors

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II COLLEGE ENVIRONMENT

A. Full-Time Enrolment

Enrolment, its composition and projected changes, forms the base upon which the George Brown College planning process is initiated. Because of this and the concern generated by the publication of the report of the Commission on Declining School Enrolment, considerable research was undertaken prior to the development of last year's Plan to derive a framework for a model to project both short- and long-term College enrolment — with particular emphasis being placed upon Post-Secondary enrolment.

Accurate enrolment projections are important to the College for two reasons — to provide some indication of future revenues; and to identify future demands on College resources (staff, space etc.). Part 1 of the Multi-Year Plan is more concerned with financial considerations and hence the emphasis here has been placed on projecting College enrolment from a revenue-generating point of view. Enrolment, and its demands upon College resources (as measured by actual activity) will be dealt with in Part 2 of the Multi-Year Plan.

There are significant differences in the manner in which the various program types are funded — Post-Secondary programs are funded according to enrolment as of a specific date, whereas Short Programs are funded on the basis of annual training days. As a result, for revenue-estimating purposes it is necessary to deal with full-time equivalents as opposed to actual head counts. The enrolment projections presented in this section may be thought of as "Fundable Full-Time Equivalents" defined as follows. For Post-Secondary programs there is a one-to-one correspondence between the "Fundable FTE" and enrolment as of November I. For OTA and Apprenticeship students, a "Fundable FTE" is computed by dividing the total number of <u>purchased</u> training days by I60 (the number of training days per funding unit as currently specified in the funding mechanism); whereas for Fee-paying and Sponsored students a "Fundable FTE" is computed by dividing the total number of <u>actual</u> training days by I60.

These definitions are necessary because at this time the proposed new funding

mechanism has not been finalized. Once the funding formula has been established, the College, in Part 1 of the Plan, will likely convert enrolment projections into their equivalent funding units.

I. Post-Secondary Programs

In last year's Multi-Year Plan, the first step taken in projecting enrolment in Post-Secondary programs was to develop benchmark projections under the assumption that the College's ability to attract and retain students remained constant. Because little change in the population of the College's major client markets (primarily students in Grades 12 and 13 and individuals in the labour force, living in the Metropolitan area) was observed in 1978, the benchmark projections indicated virtually no change in the number of <u>new entrants</u> to Post-Secondary programs at George Brown would be expected in the Fall of 1979.

In light of these benchmark projections, College Objective Number I was developed and actions instituted to attract relatively more students from these markets. The capacity of a number of programs was increased (by increasing class sizes or the addition of new classes); new programs were introduced; and greater efforts to publicize the program offerings were made. As noted in the Multi-Year Plan 79, these factors were expected to increase Post-Secondary enrolment by 10.4 per cent.²

These strategies proved to be quite successful. Enrolment in Post-Secondary programs in the Fall of 1979 was 12.4 per cent above the 1978 enrolment. Most of this increase may be attributed to improvements in the College's ability to attract new students. In 1979, enrolment in Year I was roughly 16 per cent above 1978 levels. However, because of definitional changes, and problems with the College's OCIS data base, it is not possible at this time to make an accurate assessment of the changes in the College's penetration into the major client markets. Preliminary figures, though, suggest that the College's relative ability to attract students from these markets increased uniformly. The increases in enrolment that were observed were not due to improved penetration in one particular market.

George Brown College, Multi-Year Plan '79

²George Brown College, Multi-Year Plan '79

In order to project enrolment in Post-Secondary programs in the College in 1980, a similar approach to that used last year was adopted. For the most part, little change in the enrolment in Grade 12 and 13 was observed in the Metropolitan Toronto area in 1979. Further, only slight increases in the size of the labour force in this area occurred in that time period. Assuming that the College's ability to attract students from these markets remains constant at 1979 levels, one would expect little or no change in the number of new entrants to the College. However, as last year's very large first year class progresses through the system, significant enrolment increases are expected in second year. The benchmark projections for 1980 indicate that, everything else constant, total Post-Secondary enrolment is expected to rise by 8.3 per cent over 1979 levels.

However, as was the case last year, the College has planned to institute measures designed to attract even more new students to the College -- College Objective Number 2 (See Section III). Increases in the capacity of some existing programs, greater publicity efforts, and the introduction of new programs are expected to increase enrolment in Year I by roughly 3.6 per cent in 1980, or equivalently increase total Post-Secondary enrolment by an additional 2.1 per cent over the benchmark projections. Thus as shown in Table I, the College expects Post-Secondary enrolment this Fall to be 10.4 per cent above 1979 levels.

As was noted in last year's Plan, significant declines in the population of the College's major client markets are expected over the longer term. In particular, enrolment in Grade 12 and Grade 13 in Metropolitan Toronto is projected to fall by over 37 per cent between 1978 and 1990. The long-term situation is being monitored and strategies to minimize the effects on George Brown of declining high school enrolment are being formulated.

See, in particular, Program Strategy P-3 and Student Strategy ST-6

²"Ontario Secondary School Enrolment Projections, by Grade, Estimate I", OISE, 1979.

Table I

Actual and Projected Full-Time Fall Enrolment in Post-Secondary Programs at George Brown College, 1978-1982

		Enrolment	Percentage Change
Actua	1		
	1978	3,007	
	1979	3,379	+12.4
Projec	ted		
	1980	3,730	+10.4
	1981	3,900	+ 4.6
	1982	3,890	- 0.3

In spite of efforts to increase the College's penetration into these markets, it appears certain that these declines will have an adverse effect on Post-Secondary enrolment. However, as pointed out in last year's Plan, it is not likely that the College will be significantly affected for at least two or three years. Under the assumption that the College will continue to attract and retain students as projected for 1980 we expect enrolment in Post-Secondary programs to grow by 4.6 per cent in 1981 and then fall by 0.3 per cent in 1982. (See Table I).

2. Short Programs

Enrolment in Short Programs in the College may be classified into three categories — "OTA students" who receive financial assistance from the Canadian Employment and Immigration Commission (C.E.I.C.); "Sponsored students" who receive assistance from other agencies; and "Fee-Paying students", who have entered programs on their own initiative. In 1979-80, OTA students accounted for 69 per cent of the total fundable activity in short programs; Fee-paying students made up 28 per cent; and Sponsored students only 3 per cent.

As was pointed out in last year's Plan, enrolment of OTA students is determined largely by government policy decisions. Seat purchases are made annually by the Federal government, and vary according to budget constraints and client demand. As a result, projecting enrolment in this category to estimate revenue in the medium term is very difficult. While it is possible to project accurately one year ahead on the basis of known changes in the "base plan", it is assumed that this projected enrolment will remain constant over the longer term.

For the 1980-81 fiscal year, the purchases made by C.E.I.C. dropped significantly, by II.3 per cent, from last year's "base plan". Everything else remaining equal, one would expect that final seat purchases would also fall by this amount. However, since the first round of negotiations, additional purchases have been made by C.E.I.C. at a faster rate than were made last year. As a result the final OTA seat purchases for 1980-81 are now expected to be only 6.7 per cent below 1979-80 levels, as shown in Table 2. As previously mentioned it has been assumed that these purchases will be maintained through 1982-83.

In addition, the distribution of training days by category changed from last year. The proportion of training days in Category One (the lowest category) is projected to fall by 3.1 percentage points from last year. While the College was not, in fact, funded on a per diem basis last year, if one were to apply this year's per diem rates to last year's training days, the resultant fall in revenue would be 5.7 per cent and not the 6.7 per cent one would expect when comparing training days. In other words, the shift in the composition of seat purchases towards Category Two and Three partially offsets the College's anticipated revenue reduction.

Implicit in this statement is the assumption that the levels of activity in the English as a Second Language Program remains constant. Should the number of refugees coming to Toronto fall significantly after this year, the projected figures for 1981-82 and 1982-83 will be high.

Table 2

Actual and Projected Fundable Activity in Training and Apprenticeship Programs at George Brown College, 1978-79 to 1982-83

	Training Days				
	Ac	tual		Projected	
	1978-79	1979-80	1980-81	1981-82	1982-83
OTA Students ¹	670,682	627,274	585,000	585,000 ⁵	585,000 ⁵
(Fundable FTE's) ⁴	(4,192)	(3,920)	(3,656)	(3,656)	(3,656)
Fee-Paying Students ²	187,672	256,366	284,000	284,000	284,000
(Fundable FTE's)	(1,173)	(1,602)	(1,775)	(1,775)	(1,775)
Sponsored Students ²	31,215	24,920	27,000	27,000	27,000
(Fundable FTE's)	(195)	(156)	(169)	(169)	(169)
Apprenticeship Students ³	179,074	180,586	182,000	182,000	182,000
(Fundable FTE's)	(1,119)	(1,129)	(1,138)	(1,138)	(1,138)
		/Day		1	

(Pe	rcentage Cha	nge)	
-6.5	-6.7		
+36.6	+10.8		
-20.2	+8.3		
+0.8	+0.8		
	-6.5 +36.6 -20.2	-6.5 -6.7 +36.6 +10.8 -20.2 +8.3	+36.6 +10.8 -20.2 +8.3

 $^{^{\}rm l}$ Figures presented represent total purchases made by C.E.I.C. and include additional purchases made during the year.

² Figures presented represent actual activity that has occurred or is projected to occur.

Figures presented represent purchases made by the Ministry of Colleges and Universities.

⁴ A Fundable FTE is the number of training days divided by 160, the number of training days per funding unit as currently specified in the funding mechanism.

⁵ This figure assumes that the level of activity in the English as a Second Language program remains constant. Should the number of refugees coming to Toronto fall significantly, the projected figures for 1981-82 and 1982-83 will be high.

Last year, primarily as a result of greater efforts to attract Basic Training for Skill Development (BTSD) and English as a Second Language (EASL) students, the College achieved a very significant 36.6 per cent increase in its Fee-Paving activity. Because of the fall in seat purchases made by C.E.I.C., the College intends, to the extent possible, to offset the projected decline in 1980-81 fundable activity in Short Programs by greater recruitment of Fee-Paying and Sponsored students. In particular, as indicated in the Divisional Plans, enrolment increases in these two categories are expected in BTSD, EASL and the Building Mechanical Maintenance Operator Programs. These greater recruitment efforts are expected to increase the number of actual training days accounted for by Fee-Paying students by 10.8 per cent and for Sponsored students by 8.3 per cent. This is not enough to totally offset the projected decline in the fundable activity generated by OTA students. Overall, total fundable activity in short programs is expected to fall slightly, by 1.4 per cent in the 1980-81 fiscal year. As was the case with OTA students it is assumed that the fundable activity generated by Fee-Paying and Sponsored students will remain at the 1980-81 projected levels through 1982-83.

3. Apprenticeship Programs

As indicated in Table 2, seat purchases in Apprenticeship programs at George Brown in 1979-80 were only slightly higher (0.8 per cent) than for 1978-79. Because of increases in the capacity of Apprenticeship programs planned by the Architectural Technology Division, in particular with respect to the Mechanical Construction trades, the College is projecting total seat purchases in these programs in the College to again rise by 0.8 per cent in 1980-81.² It has been assumed that these purchases will not change through 1982-83.

See, in particular, Student Strategy ST-7.

²See, in particular, Student Strategy ST-8.

B. Continuing Education

In the fiscal year 1978-79, the College enrolled 16,706 part-time students, generating over 826,000 student contact hours. At 8.1 per cent, Continuing Education represented a significant proportion of the total College student contact hour activity.

Most of the evening courses offered by the College are vocational in nature with only 7 per cent of the total Continuing Education activity being in avocational courses. Seventy per cent of the College's Continuing Education activity is accounted for by vocational non Post-Secondary courses with the remaining 23 per cent being accounted for by Post-Secondary courses.

As was indicated in last year's Multi-Year Plan, it is anticipated that greater emphasis will be placed on Continuing Education over the next decade. Recognizing this, the College established in the 1978-79 fiscal year a Continuing Education Department. The Department's short-term objective for 1979-80 was to achieve an overall 10 per cent increase in part-time enrolment in the College. Given the 17.5 per cent increase in registrations between July 1, 1979 and January 31, 1980 (over the same period a year ago) it appears certain that this target was surpassed.

As an initial step in meeting its longer term objectives, the College undertook a survey of the part-time student body. The purpose of this survey was to compile more detailed information on the characteristics of students than is already collected on the registration form, to identify the client markets for Continuing Education and those markets in which the College's penetration is relatively low.

The survey also dealt with the students' motivation in coming to George Brown, examining their reasons for taking their courses as well as the factors which influenced their decision, providing information necessary for the modification of the Continuing Education programs so as to better meet the perceived needs of the student. To assist in the formulation of a marketing strategy for Continuing Education in the College, the survey collected data

regarding the means by which students obtained information regarding their selected course. What follows is a brief summary of the survey results.

The survey was conducted during the week of November 26, 1979. In all, 4,504 students, or 46.5 per cent of all students registered in evening classes during the survey week, responded. Bearing in mind that a number of students may have dropped out prior to the survey, it is felt that this coverage was quite good.

A major objective of the survey was the provision of information on the characteristics of the part-time student body. Because most of the part-time courses offered by the College are vocational, it was felt that the evening program would attract students in the early phases of their career. Thus it was not surprising to learn that the "typical" student attending evening classes at George Brown had the following characteristics:

Age: Between 20 and 29
Sex: Male
Marital Status: Single or Married with no children
National Status: Canadian Citizen
Education: At least some exposure to Post-Secondary education
Family Income: Between \$10,000 and \$20,000 per annum
Labour Force Status: Employed full-time

The College's penetration into the markets of older individuals and individuals not in the labour force is quite low. Only 10 per cent of the part-time students are over 45, whereas this age group accounts for almost 40 per cent of the adult population in Toronto. Further, while 30 per cent of the adult population in Metro was not in the labour force, only 4.3 per cent of the students in evening classes were in this category. These findings suggest more students could be attracted to the Continuing Education program if additional general interest courses were designed for the non-working and/or over 45 market. Steps are being taken in this regard. (In particular, see Program Strategies P-6 and P-7).

Induce detailed information may be obtained from the report, "Continuing Education at George Brown: A Survey of Part-Time Students, Fall 1979", Research & Planning Department.

Most of the part-time students were new to the College. Over 28 per cent had never taken an evening course in the past while a further 3l per cent stated that although they had taken previous courses, they had not taken a course at George Brown in the past five years. Only about one-third of the students stated that they had taken their last evening course at George Brown. Roughly 85 per cent of these returning students stated that their previous course was related to the course that they were currently taking, suggesting that one of the ways to increase this retention rate would be to develop more mini-programs or series of related courses. The feasibility of modifying the Continuing Education program in this manner is currently under examination. (See Program Strategies P-6 and P-8).

One of the more surprising findings of the survey was that only one-third of the students attending evening classes at George Brown reside in the city of Toronto — the College's "designated market area". Almost half of the students reside in the other five boroughs in Metropolitan Toronto, while just less than 20 per cent live outside Metro. The analysis indicated that program and course offerings are the primary determinant in attracting such a large number of students from outside the city of Toronto. Most of these students are taking courses (particularly in the technical trades areas, and R.I.A. and Insurance Institute courses) which are not available elsewhere.

The College is, of course, concerned that such a low proportion of the parttime students reside in our market area. The survey results suggested that if more general interest courses were offered, relatively more students from the City would be attracted to George Brown. For this reason, the Continuing Education Department is presently developing courses and programs designed for individuals living and working in the downtown core. (See in particular, Program Strategy P-6).

Most of the students indicated that they became aware of their selected course from the Continuing Education Calendar or by word-of-mouth (from a family member or friend, or from their employer). For the most part, other forms of publicity were not as effective. Based upon the information obtained in the survey, the Continuing Education Department has developed an advertising plan designed to increase the retention of students in the evening program as well

as attracting a greater number of new students. This plan will be implemented in the 1980-81 academic year. (See Student Strategy ST-9).

The survey results confirmed that most of the activity in the evening program was vocational in nature. Only a very few students in vocational courses indicated that they were taking the course for general interest. Almost 80 per cent of the students surveyed stated that they were taking their course to upgrade or acquire new job related skills.

For this reason, it was not surprising to learn that the most important factors which influenced students to come to George Brown were course content and the possibility of career advancement. The quality of education offered by George Brown (particularly the quality of instruction and the facilities used in the course) was also cited as an important factor in the student's decision to take a particular course. The scheduling of the course, the location of the class and the cost of the course were considered much less important factors by the student in choosing to come to George Brown. These findings confirm the belief that the key to a successful Continuing Education program is to offer interesting, relevant, high-quality courses.

The Continuing Education Department is currently in the process of developing a marketing strategy based on the results of this survey. The advertising plan mentioned above is the first step in this process. In the future, the College intends to carry out further research in this area to monitor trends or changes in enrolment patterns and to measure the success of the marketing strategies developed.

C. Employment Outlook

Throughout 1979, the employment situation in Metropolitan Toronto improved steadily. By December, unemployment rates in the Toronto area had dropped to less than 4 per cent. Most of the growth in employment that occurred in Metro last year was in the Manufacturing and Service Sectors. In particular, through mid-year, the four large Durables/Investment-related manufacturing industries (Metal Fabricating, Machinery, Transportation Equipment, and Electrical Products) — grew by 12,900 jobs (12.7 per cent) largely as a result of increased export sales. Over the same period, employment in the Service Sector in Metro was up by 8,000 jobs (5.7 per cent).

The significant improvement in labour market conditions in the Toronto area is reflected in higher placement rates for our graduates, especially those in Short Programs. Between April 1, 1979 and October 31, 1979, 1,760 students graduated from skill training programs. Of the number contacted by the College, 1,280 had entered the labour force — 1,122 (88.0 per cent) finding jobs related to their programs and another 33 (2 per cent) working in other jobs. This represents an improvement over last year when only 83 per cent of the graduates of these Short Programs who entered the labour force found related employment.

In Post-Secondary programs, the placement success of our graduates remained at the very high levels of the previous year. In 1979, 1,060 students graduated from these programs. Of those contacted by the College, 816 had entered the labour force, with 766 (94.0 per cent) obtaining related employment and a further 23 (3.0 per cent) finding employment in other areas.

Recently, conditions in both the national and provincial economies have worsened because of a slowdown of activity in the United States and the record high interest rates that we have been experiencing. For the past eight months, Canadian and American economists have been projecting a mild recession in the United States. Although the American economy performed sluggishly, some growth was recorded through the end of 1979. However, recent occurrences, particularly the major layoffs in the auto industry, suggest that the long-expected recession is beginning. Recent projections indicate that this recession may be more pronounced and longer lasting than was expected last year. Should these projections be accurate, this will have a dampening effect on the Canadian

economy. In particular it is expected that the export based Manufacturing Sector, especially the Auto industry, will be hardest hit.

While this scenario has been expected for quite some time, as late as last summer it was anticipated that the Canadian and Ontario economies would recover beginning in mid-1980 as a result of increased construction activity (particularly residential construction) as the inventory of unsold housing units was depleted and the mortgage interest tax credit scheme proposed by the Conservative government became a reality. With the February election, this latter incentive was removed. Further, the extremely high mortgage interest rates that now prevail have weakened real expenditures on housing and related durable goods. As a result, the slowdown anticipated in the Canadian and Ontario economies is likely to be more prolonged than had earlier been expected.

To an extent, this is reflected in the labour market conditions in Metropolitan Toronto. The unemployment rates rose during the first quarter to 5.7 per cent in March. Nevertheless, this was still below the 6.2 per cent unemployment recorded a year ago.

Much of the increase in unemployment in Toronto may be accounted for by slowdowns in manufacturing activity. Vacancies in the Manufacturing Sector that were registered with C.E.I.C. in the Toronto area at the end of March were down 13 per cent from the previous year. Vacancies for persons in Fabricating, Assembling and Repair occupations had fallen by over 30 per cent from last year's levels, while at the same time the number of C.E.I.C. clients without employment who were registered in this occupational group were up by 30 per cent. Particularly hard hit has been the Auto industry (both assembly plants and parts manufacturers) which has been characterized recently by layoffs and temporary plant closures. The Food and Beverage, Wood and Furniture industries in the Metro area have also slumped in recent months. On the other hand, activity in the Machinery, Metal Fabricating and Textile/Clothing industries remained strong, while rapid growth continued in Aircraft and related Electronics manufacturing.

In the past several months, retail trade activity has levelled off. Vacancies in this sector registered at C.E.I.C. were down by 23 per cent from last year. Growth in the Finance, Insurance and Real Estate Sector slowed considerably and together with the increased automation of office processing has led to a reduction in the number of clerical vacancies registered at Toronto area C.E.I.C.'s of almost 16 per cent from last year at this time. However, demand in the Service sector continued to grow rapidly. Vacancies registered at C.E.I.C. were up over 45 per cent from last year's levels.

Atypical of the Province, Toronto has recently been experiencing an increase in construction activity. In spite of the high mortgage rates now in effect, residential construction in Metro has grown, led by what is being referred to as a minor "boom" in the City itself. As interest rates fall, one would expect further increases in activity in this sector.

The relatively more healthy outlook for Toronto and its prevailing low unemployment rate — with the resultant decline in C.E.I.C. clients — likely contributed to the C.E.I.C. decision to reduce purchases by a further II per cent in 1980-8I. As the U.S. recession gains momentum and its impact begins to be felt in Toronto, C.E.I.C. registrations will likely rise, leading perhaps, to increased purchases in 1981-82 as the C.E.I.C. attempts to "train in the trough". In the meantime, the College plans to take action to increase its Fee-Paying students. (See Student Strategy ST-7).

Given this economic scenario the important question to be examined now is, "What is the employment outlook for graduates of George Brown?" The system of labour market information being developed in the College was established to deal with this subject. To date, this information system represents a summary of existing information on labour market conditions in Ontario and in particular, Toronto, that has been developed by other agencies. However, this will be augmented by original research such as a study sponsored by the Ontario Hostelry Institute, now underway to identify the manpower and training requirements in the Hospitality industry.

In the tables that follow, a very brief summary of the employment outlook for

graduates in each division in the College is presented. This information is based, in part, upon the Forward Occupational Imbalance Listing (FOIL) published by the Canadian Employment and Immigration Commission. FOIL is published on a quarterly basis to identify areas in which manpower shortages or surpluses are expected over the next two years. In addition to the outlook for the graduates, the actual placement statistics for each division over the past two years are also presented as an indication of the College's previous success in training for employment.

	Related Employment Placement Rate		
Division/Program Type	1979	1978	Employment Outlook
	(per	cent)	
Architectural Technology			
Post-Secondary	89,5	90.6	Presently in Toronto, there are light surpluses of occupations supplied by the "Architectural" programs. Nevertheless, there is some light demand in the "Engineering" areas.
Short Programs	87.9	75.5	For the most part, little change is expected in the labour market conditions for occupations supplied by Short Programs.
Business & Commerce			
Post-Secondary	93.8	93.5	Demand and supply conditions for the "Management" programs are expected to be in balance over the next two years. For "Secretarial" programs demand continues to grow for those with specialized skills despite surpluses of individuals in these occupations.
Short Programs	87.6	72.4	Because of increased automation, the demand for Clerical occupations supplied by Short Programs is falling off. However, demand is strong for those with skills required to use the automated equipment.

The "Related Employment Placement Rate" is defined as the proportion of graduates entering the labour force who indicated in the Graduate Placement Survey that they had obtained employment related to their program. For Post-Secondary programs, the data refers to graduates of the 1977-78 and 1978-79 academic years. For Short Programs, the data refers to graduates leaving the College between April 1, 1978 and September 30, 1978; and those leaving between April 1, 1979 and October 31, 1979.

	Related Em Placemen	ployment nt Rate	
Division/Program Type	1979	1978	Employment Outlook
	(per	cent)	
Community Services			
Post-Secondary	88.9	93.8	At this time, there are surpluses of qualified individuals seeking employment in Toronto in occupations supplied by Post-Secondary programs offered by this Division.
Short Programs	80.0	50.0	At this time, there are surpluses of qualified individuals seeking employment in Toronto in occupations supplied by Short Programs offered by this Division.
Electro-Mechanical			
Post-Secondary	95.7	94.1	Shortages of occupations in the Electrical Technology and Electronics areas are projected in Toronto over the next two years.
Short Programs	93.5	84.8	Occupations supplied by most Short Programs are expected to be in balance. However, light shortages are projected in the Machine Shop and Welder Fitter areas.

The "Related Employment Placement Rate" is defined as the proportion of graduates entering the labour force who indicated in the Graduate Placement Survey that they had obtained employment related to their program. For Post-Secondary programs, the data refers to graduates of the 1977-78 and 1978-79 academic years. For Short Programs, the data refers to graduates elaving the College between April 1, 1978 and September 30, 1978; and those leaving between April 1, 1979 and October 31, 1979.

	Related Employ Placement Ra		
Division/Program Type	1979 19		Employment Outlook
	(per cent		
Fashion Technology			
Post-Secondary	91.3 91	Employment conditions for care not expected to change sign	occupations supplied by Post-Secondary programs gnificantly.
Short Programs	93.3 91	highly specialized in occupat	the apparel industry, surpluses of individuals too tions supplied by Short Programs are expected in d to remain strong (especially for Cabinet Makers) ry areas.
Graphic Arts			
Post-Secondary	98.6 95	Demand and supply for occur expected to be in balance over	pations supplied by Post-Secondary programs are r the next two years.
Short Programs	92.0 93	For most of the Short Progra	ams, employment conditions are not expected to
		caused by the phasing out of j	er, in the Offset Printing area, despite surpluses jobs as a result of technological changes, shortages kills required by computerization are projected.

The "Related Employment Placement Rate" is defined as the proportion of graduates entering the labour force who indicated in the Graduate Placement Survey that they had obtained employment related to their program. For Post-Secondary programs, the data refers to graduates of the 1977-78 and 1978-79 academic years. For Short Programs, the data refers to graduates leaving the College between April 1, 1978 and September 30, 1978; and those leaving between April 1, 1979 and October 31, 1979.

Table 3

	Related Employme Placement Rate		
Division/Program Type	1979	1978	Employment Outlook
	(per	cent)	
Hospitality			
Post-Secondary	97.7	100.0	Demand in the Accommodation/Food Service Sector continues to grow rapidly in the Toronto area. $ \\$
Short Programs	89.3	91.8	Demand in the Accommodation/Food Service Sector continues to grow rapidly in the Toronto area. $ \\$
Industrial Training			
Post-Secondary	No Post-Se Programs (10 - 0 1 1 0 -
Short Programs	77.3	90.8	Despite projected surpluses of General and Light Truck Drivers, shortages of suitable Heavy Truck Drivers are anticipated over the next two years.
Health Sciences (Dental)			
Post-Secondary	95.1	95.6	No changes in the employment conditions related to these programs are projected. $ \\$
Short Programs	No Short P Offered	rograms	

The "Related Employment Placement Rate" is defined as the proportion of graduates entering the labour force who indicated in the Graduate Placement Survey that they had obtained employment related to their program. For Post-Secondary programs, the data refers to graduates of the 1977-78 and 1978-79 academic years. For Short Programs, the data refers to graduates leaving the College between April 1, 1978 and September 30, 1978; and those leaving between April 1, 1979 and October 31, 1979.

	Related Employment Placement Rate				
Division/Program Type	1979 (per	<u>1978</u> cent)	Employment Outlook		
Health Sciences (Nursing)					
Post-Secondary	97.9	94.1	Presently in Toronto, the demand for Nurses is strong.		
Short Programs	No Short Pr Offered	rograms			
Performing Arts					
Post-Secondary	75.0	62.5	Employment conditions in this area are not expected to change significantly in the short term.		
Short Programs	No Short Pr Offered	rograms			

The "Related Employment Placement Rate" is defined as the proportion of graduates entering the labour force who indicated in the Graduate Placement Survey that they had obtained employment related to their program. For Post-Secondary programs, the data refers to graduates of the 1977-78 and 1978-79 academic years. For Short Programs, the data refers to graduates leaving the College between April 1, 1978 and September 30, 1978; and those leaving between April 1, 1979 and October 31, 1979.

D. Space and Its Utilization

Currently, including leased space, the College has 836,441 ft.² of net assignable space across five campuses and the central administration — the remainder being devoted to building services. Of the net assignable square feet available, just over 60 per cent is devoted to teaching space with close to an additional 15 per cent being devoted to educational resources (i.e. laboratories/shop services, library services and computer rooms). Slightly more than 15 per cent of the College's net assignable square feet is devoted to office space; the remaining, almost, 10 per cent is being used for College services (i.e. auditorium, lounge, health, dining and general services).

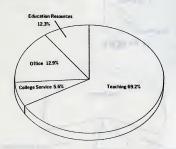
The distribution of net assignable square feet is shown by campus in Figures I-1 to I-5. For Kensington Campus, which is undergoing major renovations, the current distribution of net assignable square feet is shown as well as the distribution expected in September 1980 when the renovations are completed. In addition, these tables show by division the campus distribution of total teaching space.

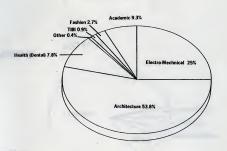
In last year's Plan, emphasis was placed upon the energy considerations of the College's physical facilities. More particularly, as part of an ongoing process in 1979-80, the College installed a process computer both to monitor and control energy use and, as well, installed energy saving equipment (i.e. thermal pane windows, gas heating to replace oil heating — see Current Status 2-a). This year, however, the College intends to concentrate upon its need to accommodate more students within existing space and hence, intends to launch a space plan designed to achieve the "effective and efficient use of existing College space . . . (recognizing that) . . . additional facilities will be minimal, if not non-existent, in the foreseeable future. II

¹Space and Its Use 1980-84. The George Brown College of Applied Arts and Technology, May 1980.

Net Assignable Space 371,868 sq. ft.

Teaching Space 257,298 sq. ft.





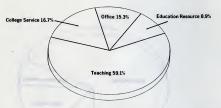
Source Information: Net Assignable Square Footage and Distribution -Ontario College Information System (Space) as of Teaching Space Distribution - Winter Room Utilization Pick-up Form for the week of February 11, 1980.

The percentages are based upon 'equivalent square feet' (i.e. 200 ft.² used 50% by one Division equals 100 equivalent square feet.)

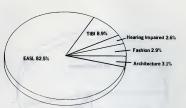
Net Assignable Space means net area minus building services. Teaching Space includes classrooms, laboratories and shops. Education Resources includes classroom services, lab/shop services, library resources, and computer room. College Services includes auditorium, lounge, health, dining and general service.

College Campus

Net Assignable Space 48,873 sq. ft.



Teaching Space 28,886 sq. ft.



Polson St.



720 sq. ft.



Source Information: Net Assignable Square Footage and Distribution -Ontario College Information System (Space) as of Nay '79. Teaching Space Distribution - Winter Room Utilization Pick-up Form for the week of February 11, 1980.

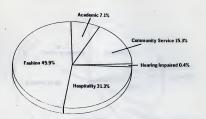
Note: The percentages are based upon 'equivalent square feet' (i.e. 200 ft.2 used 50% by one Division equals 100 equivalent square feet.)

Net Assignable Space means net area minus building services. Teaching Space includes classrooms, laboratories and shops. Education Resources includes classroom services, lab/shop services, library resources, and computer room. College Services includes auditorium, lounge, health, dining and general service.

Net Assignable Space 121,942 sq. ft.



Teaching Space 72,983 sq. ft.



Sept. 1980



Fashion 47%

Community Service 4.5%

Hearing Impaired 0.4%

Hospitality 43.1%

Source Information: Net Assignable Square Footage and Distribution —
Ontario College Information System (Space) as of Nay '79.

Teaching Space Oistribution — Winter Room Utilization Pick-up Form for the week of February 11, 1980.

Note: The percentages are based upon 'equivalent square feet'
(i.e. 200 ft. used 50% by one Division equals 100 equivalent square feet.)
Net Assignable Space means net area minus building services.

Teaching Space includes classrooms, laboratories and shops. Education Resources includes classroom services, lab/shop services, library resources, and computer room. College Services includes auditorium, lounge, health, dining and general service.

St. James Campus

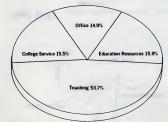
Net Assignable Space 257,635 sq. ft.

Teaching Space 138,415 sq. ft.

Graphic Arts 24.6%

Electro-Mechanical

16.7%



square feet.)

The percentages are based upon 'equivalent square feet' (i.e. 200 ft.² used 50% by one Division equals 100 equivalent Net Assignable Space means net area minus building services. Teaching Space includes classrooms, laboratories and shops. Education Resources includes classroom services, lab/shop services, library resources, and computer room, College Services includes auditorium, lounge, health, dining

Dance 6.5%

Business 23.7%

Health (Nursing) 7.2%

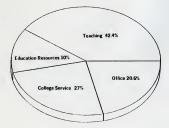
Other 1.3% Fashion 2.1%

Source Information: Net Assignable Square Footage and Distribution -Ontario College Information System (Space) as of

hay '79. Teaching Space Distribution - Winter Room Utilization Pick-up Form for the week of February 11, 1980.

and general service.

Net Assignable Space 14,659 sq. ft.



Teaching Space 6,222 sq. ft.



Source Information: Net Assignable Square Footage and Distribution -Ontario College Information System (Space) as of hay '79. Teaching Space Distribution - Winter Room Utilization Pick-up Form for the week of February 11, 1980.

Note: The percentages are based upon 'equivalent square feet' (i.e. 200 ft. 2 used 50% by one Division equals 100 equivalent square feet.) Net Assignable Space means net area minus building services. Teaching Space includes classrooms, laboratories and shops. Education Resources includes classroom services, lab/shop services, library resources, and computer room.

College Services includes auditorium, lounge, health, dining and general service.

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III COLLEGE OBJECTIVES

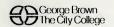
The College Objectives are intended to provide targets for the operation of the College in the accomplishment of its mission. These Objectives reflect the College's assessment of the environment within which it operates and provides what are believed to be reasonable target/evaluation criteria against which success can be evaluated.

Each College Objective presented in the summary tables below is identified as short-term (less than two years) or long-term in scope and is accompanied by target/evaluation measurement criteria. The means for achieving these Objectives are presented in Section IV on College Strategies.

III COLLEGE OBJECTIVES

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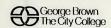
Each College Objective presented in the summary tables below is identified as short-term (less than two years) or long-term in scope and is accompanied by target/evaluation measurement criteria. The means for achieving these Objectives are presented in Section IV on College Strategies.



College Objectives

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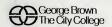
NO.	COLLEGE OBJECTIVE	TERM	TARGET/EVALUATION CRITERIA	STRATEGY CATEGORY
1	To continue emphasis on the excellence of course and program offerings.	LONG	Systematic review and evaluation by the Academic Council. Expansion of 5 year longitudinal study of graduates to encompass additional Divisions.	STUDENT PROGRAM STAFF FINANCIAL
	11-21-11-11-11-11-11-11-11-11-11-11-11-1		Formal assessment of each program by the responsible Advisory Committee. Continued application of CAPRI to selected programs.	,
2	To increase College enrolment.	SHORT	5 per cent net annual growth in total funding units of which: a) 3 per cent as a result of increase in class size (average increase of I/2 student/class)	STUDENT PROGRAM STAFF FACILITIES
			b) 2 per cent as a result of creation of new courses, programs, or additional sections for existing courses/programs. Improve retention rates.	
			Create a formal association with the Toronto Board of Education, U of T, and other Colleges via appropriate working committees.	1500
	Butter wo		EAN PLAN 1900	



College Objectives

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NO.	COLLEGE OBJECTIVE	TERM	TARGET/EVALUATION CRITERIA	STRATEGY CATEGORY
3	To increase our offerings in the summer months.	SHORT	Each division/department to assess its specific capabilities.	PROGRAM FACILITIES
4	To enhance the image and reputation of George Brown College.	LONG	Implementation of a public relations strategy, both internally and externally, to emphasize our excellence and "The City College" concept. Consistency in the image projected in our publications, advertisements, and signage. Initiate preparation of a history of George Brown College. Improve "Esprit de Corps" in the College.	STUDENT PROGRAM STAFF FACILITIES FINANCIAL
5	The effective participation of students and graduates in the activities of the College.	LONG	Formation of an Alumni Association. Develop with the various student groups the framework for a federation of George Brown student organizations. More emphasis on our orientation programs and graduation ceremonies particularly for OTA students.	STUDENT PROGRAM STAFF
			1117111-111-1	1,150
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College Objectives

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NO.	COLLEGE OBJECTIVE	TERM	TARGET/EVALUATION CRITERIA	STRATEGY CATEGORY
6	To implement an integrated staff development program making available a framework to assist, as a joint responsibility, all staff in updating their skills vital to the fulfillment of the College's educational mandate and in achieving their full personal and professional potential.	LONG	The implementation of the staff development plan as formulated by the various needs committees. Evaluations by measurement of participation rates.	PROGRAM STAFF
,	The effective/efficient use of our current physical facilities.	LONG	Creation and implementation of appropriate parameters to ensure effective/efficient use of space. Equitable allocation of space by division, department and individual. Provision of reasonable ancillary space - cafeteria, recreation, lounges at major campuses.	PROGRAM FACILITIES FINANCIAL
	1	on I	Implementation of long-term maintenance plan for facilities.	
	Determine future additional space requirements and means of answering same.	LONG	An appropriate task force or committee will be charged with this responsibility.	FACILITIES
L	2177-27-20	1-1	THE STREET STREET	1 1 1 1 1
	Andrew one	DE IVA	EVEL ACTOR (280	- 1 -



College Objectives

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NO.	COLLEGE OBJECTIVE	TERM	TARGET/EVALUATION CRITERIA	STRATEGY CATEGORY
9	Standardization of administrative policies and procedures.	SHORT	Implementation and review of Policies and Procedures Manual.	STUDENT STAFF FACILITIES FINANCIAL
10	To continue diversification of the College.	LONG	Introduction of new full and part-time programs and courses. Expansion of International Outreach activites. Increase course and program offerings to particular ethnic groups. Increased activity in our conference-seminar unit. Continued explorations of opportunities in the performing arts area. Continued emphasis on EST and Industrial Training.	STUDENT PROGRAM STAFF FACILITIES FINANCIAL
11	To formalize a College-wide participatory process for long-term planning.	SHORT	Finalization of mechanism for the MYP 1981. Full integration with the budget process.	STAFF FINANCIAL
12	To provide a high standard of occupational Health and Safety within the College environment.	LONG	An audit of potentially hazardous conditions in the College by April 1981. A reduction in the relative number of accidents resulting in claims to the Workmen's Compensation Board.	STAFF

IV. COLLEGE STRATEGIES

This section summarizes the Strategies that the College intends to use to achieve the College Objectives described in Section III. The College has adopted the suggestions of the Council of Regents to group the Strategies into five operational areas — Student, Program, Staff, Physical Facilities, and Finance — but has modified slightly the reporting format, grouping the strategies by College Objective. In this manner the College is able to describe the achievement of a particular College Objective through strategies classified under the five operational areas.

This year, in a continuation of last year's College Objective to formalize a College-wide participatory planning process, the procedure to establish strategies was further developed. All divisions and departments in the College were surveyed to determine their objectives (both short- and long-term) in support of the College Objectives. In addition each division and department stated the strategies for the achievement of their objective and what supplementary support, if any, they would require in achieving the objective -- supplementary support being defined as all resources (financial or otherwise) or policies outside the division/department's direct control. This information was amalgamated with the budget information and resources allocated accordingly.

The Divisional/Departmental Objectives are thus the base upon which College Strategies were developed. As such, each College Strategy has associated with it at least one Divisional/Departmental Objective. These Divisional/Departmental Objectives, together with their associated Strategies and Measurement Criteria, are described more fully in College Plan '80, an internal planning document. The Divisional/Departmental Objective(s) in support of each Strategy is presented in the last column of the following tables under the heading "Linkage to Internal College Plan". For example, Student Strategy ST-1 in support of College Objective I, "To continue emphasis on the excellence of course and program offerings", is specifically supported by the Business & Commerce Divisional Objective Number 4 in support of College Objective Number 1. The asterisk associated with that Objective indicates financial support has not yet been finalized pending further discussion in the mid-year Review of Operations scheduled to take place in August of this year.

Student Strategies

This year the College will make an increased effort to promote the image of George Brown as the City College, a College emphasizing excellence of courses and programs. In support of this, the College intends to improve the administrative services provided to the students, liaise with high school and manpower counsellors, expand the services provided by the Test Centre, encourage student participation on advisory committees, develop divisional alumni associations and improve our student orientation programs.

The major growth projected in College enrolment in 1980 will be in Post-Secondary programs. This will be supported by increased efforts to attract feepaying students in Short programs to partially offset the anticipated fall in activity generated by OTA students. Apprenticeship programs are expected to grow only slightly in the coming year.

As a result of an increase in the Continuing Education course offerings, with particular emphasis in the general interest area and the development of a coordinated marketing strategy, part-time enrolment is expected to increase by at least 8 per cent over the very high levels recorded in 1979-80.

Program Strategies

The College's program offerings will be further increased in the 1980-81 academic year to support the College's Objective of increased enrolment. The capacity of some existing programs will be expanded and new programs introduced in September.

Formal procedures to evaluate the programs offered by the College will be established to ensure that the offerings are meeting the needs of the community and modifications made to reflect same. Similar efforts will be made in the part-time area with new part-time courses and programs being introduced in line with the "City College" image and a system developed to evaluate all part-time courses offered.

Staff Strategies

The College intends to accomplish its projected enrolment increases with minimal changes to staff complement. This year a formula linking the staff complement of each division to the total number of student contact hours it provides will be developed and tested for implementation in the 1981-82 fiscal year.

The College intends to encourage further staff development and continue to encourage increased staff awareness of current industry practices.

In 1980-81 the College intends to improve safety procedures in accordance with Bill 70.

Physical Facilities Strategies

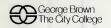
As last year, the College intends to adopt further energy conservation measures and continue its implemented planned program of external building maintenance. The efficient and effective utilization of College space will be the major Physical Facilities Strategy in 1979-80. In order to accommodate the changes in the size and composition of enrolment, College space will be modified - increasing the number of large classrooms; integrating campus timetabling; consolidating divisional activity; and increasing utilization of College space at off-peak hours by offering more courses in the evening and increasing activities in the summer months.

The College also intends to make some improvements in the appearance of College buildings and to provide more attractive outdoor facilities for both students and staff.

Financial Strategies

This year a formal internal audit system will be established in the Comptroller's Department to monitor the College's administrative operations. In addition, improvements in the reporting of monthly financial information are planned and efforts to develop the interface required by the new student record system and the financial and enrolment reporting systems of the College will be begun.

In an attempt to lower administrative costs the College intends, where economical, to expand its base for the provision of administrative services. Efforts will be made to reduce the capital and maintenance costs of instructional equipment through improved scheduling and a condensed version of the PL-I Compiler will be developed to increase the efficiency of the computer resources.



College Strategies

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LEGEND

STRATEGY TYPE

LINKAGE TO INTERNAL COLLEGE PLAN

ST STUDENT

P PROGRAM
SF STAFF

PF PHYSICAL FACILITIES

F FINANCE

HO HOSPITALITY

DIV	ISIONS:	IT	INDUSTRIAL TRAINING & CONTINUING EDUCATION	KN	PRINCIPAL (KENSINGTON)
AR	ARCHITECTURAL TECHNOLOGY	MS	MATHEMATICS & SCIENCE	NI	PRINCIPAL (NIGHTINGALE) ,
ВС	BUSINESS & COMMERCE	PA	PERFORMING ARTS &	PL	PERSONNEL
CS	COMMUNITY SERVICES		SCHOOL OF DANCE	PR	PHYSICAL RESOURCES
EL	ENGLISH/LIBERAL STUDIES	DEP	ARTMENTS:	PV	PRESIDENT & VICE-PRESIDENTS
EM	ELECTRO-MECHANICAL	AA	AFFIRMATIVE ACTION	RG	REGISTRAR
FT	FASHION TECHNOLOGY	CL	PRINCIPAL (CASA LOMA)	RP	RESEARCH & PLANNING
GA	GRAPHIC ARTS	CO	PRINCIPAL (COLLEGE STREET)		
нІ	HEARING IMPAIRED	CP	COMPUTER SERVICES	SD	STAFF DEVELOPMENT & INTERNATIONAL BUSINESS.
HD	HEALTH SCIENCES (DENTAL)	FA	FINANCE & ACCOUNTING COMPTROLLER'S OFFICE	SJ	PRINCIPAL (ST. JAMES)
HN	HEALTH SCIENCES (HURSING)	HS	HEALTH SERVICES	SP	SUMMER SCHOOL OF PERFORMING ARTS

LS LIBRARY SERVICES

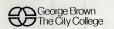
SS · STUDENT SERVICES



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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Student	· ST-I	In the coming year the College intends to improve the administrative services provided to the students in such areas as:	BC 4* LS 1,2,5,6 SJ 1*
		course information;	RG1,3*
		registration;	
	-1	student records; and	
		library services.	
Student	ST-2	The College plans to improve the liaison with High Schools and Manpower Counsellors. Particular efforts will be made to better inform them of the prerequisites for students wishing to enter programs in the Technology and Health areas.	GA 2,3 HD 5* IT 9 RG 2
Student	ST-3	In 1980-81 a pilot study of the long-term placement success of graduates of the Child Care Worker program will be undertaken.	CS 2 SS I*
		reginin —	
		graph graphs	-
		WITCH-AENW ACTIN VANO	

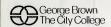


College Strategies

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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Student	ST-5	The services offered by the Test Centre will be expanded. In particular: the efficiency, validity and reliability of the functional level testing service will be improved. potential ways in which the "PEPTest" can be adapted and implemented at George Brown will be examined. vocational interest and aptitude services will be introduced.	MS 5,6*
Program	P-1	Formal procedures to evaluate the programs offered by the College will be established to ensure that our offerings are meeting the needs of the community. In particular: Formal committees to conduct these evaluations will be extablished in several divisions. Procedures to monitor feedback from students and graduates will be instituted. College ties with business and industry will be strengthened.	AR1,2,3,5 BC1,2,5,*6* CS1 EM1* GA1,4 HI 1 HD9 HO1* IT 1,7 MS 3,4,7 FT1
		MULTI-YEAR PLAN 1980	HD4 IT 2 PA 2 EL 5 SD 1* SS 2



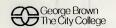
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MULTI-YEAR PLAN 1980 College Strategies

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In support of College Objective Number

CATEGORY	TEGORY STRAT. STRATEGIES						
Program	P-2	The program offerings of the College will be modified to reflect changes in community needs. In particular: recommendations of industry associations will be implemented where feasible. new courses, more relevant to students in client divisions, will be introduced by the Academic divisions.	CS 5 EL 1,2,3*,4* FT 3* HD1,2*,3,6,7 HI 1* IT 5,8,10 PA 1				
		self-learning packages will be developed in some programs (e.g. Fitness Instructor). subject to the availability of funding later in the year, the use of micro-computers in the small business management courses in the Fashion Technology and Hospitality Divisions will be increased.	MS 1,2*,8* HN1,2,3,4,5				
	/ N = 3	 credits at the university level will be developed for students in the Hospitality Division. 					
		the Straight Truck Driver program will be lengthened from 3 to 4 weeks.					
		the Diploma Nursing Program will be lengthened from 82 weeks over two years to 96 weeks over a three year period.					
		a review of continuous intake programs will be undertaken.					
		MINITENERAL PLANT 1900					



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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Program	P-3	The College intends to introduce a number of new programs in 1980-81. These include: Health Care Aide (subject to C.E.I.C. funding); Construction Technology (pending approval); Printing Technician (2 year) (pending approval); Family Worker (to be instituted as a part-time program); and Basic Employment Training (subject to C.E.I.C. funding).	CS 4
		(meyer)	
	-1		
		MULTI-YEAR PLAN 1990	

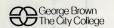


College Strategies

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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Program	P-4	In the coming year the College intends to examine and, if advisable, develop programs for introduction in the 1981 to 1983 academic years. These include: Activity Director;	HD8 MS 9
		Stationary Engineering (Post-Secondary Program);	
		Tool and Die Design Technology;	
		Mechanical Drafting Design Technology;	
		Integrated Dental Assisting/Dental Hygiene program;	
		Post Diploma programs in Nursing, Dental and Early Childhood Education;	1
		 Modules for use in the pre-program training in the Orthotic/Prosthetic Clinician and Dental Hygiene programs; and 	
		 Preparation programs for the Hospitality, Fashion Technology and Community Services Divisions. 	
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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Program	P-8	In the coming year the College intends to develop a system to evaluate all part-time courses offered.	IT 3,11
Staff	SF-I	In the coming year the College intends to develop a resource file of existing and potential part-time instructors.	IT 4,13
Staff	SF-7	The College will continue to encourage increased staff awareness of current industry practices by:	GA 4 IT 6
		promoting "summer work in industry" programs for faculty;	
	- ,	encouraging faculty participation at industry conferences and seminars; and	
	F-1 ()	 encouraging staff representation on external boards and committees (government, businesses, and industry associations). 	
Financial	F-1	Efforts will be made to reduce the capital and maintenance costs of instructional equipment through improved scheduling.	AR4 CS 3
Financial	F-2	In the coming year the College intends to develop a condensed version of the PL-I Compiler to increase the efficiency of our computer resources.	BC7
		MULTILYEAR PLAN 1980	



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In support of College Objective Number

2

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Student	ST-I	In the coming year the College intends to improve the administrative services provided to the students in such areas as: course information; registration; student records; and library services.	CL 2* SJ 2*
Student	ST-2	The College plans to improve the liaison with High Schools and Manpower Counsellors. Particular efforts will be made to better inform them of the prerequisites for students wishing to enter programs in the Technology and Health areas.	CS I HD 4* HN 4 IT 4 HI 1,2
Student	ST-4	In the coming year the retention rates in the programs offered by the College will be examined, particularly with respect to the reason given by the student for withdrawal. Through this process, a strategy for increasing retention rates will be developed.	AR 2 CS 2 GAI,2 HN3 PAI SJ I* RG2,3,4 SS 2,3,4



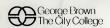
College Strategies

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In support of College Objective Number

2

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLA
Student	ST-5	The services offered by the Test Centre will be expanded. In particular: the efficiency, validity and reliability of the functional level testing service will be improved. potential ways in which the "PEPTest" can be adapted and implemented at George Brown will be examined. vocational interest and aptitude services will be introduced.	MS I
Student	ST-6	Increases in class sizes, the addition of new classes, the introduction of new programs and greater publicity efforts are expected to increase enrolment in Post-Secondary programs by 10.4 per cent.	AR 4*,8 BC 1 CS 3 HI 1*,2 HD 2 HN 1 HO 1 MS 3 PA 3 SD 1 SS 1
		MULTHYEAR PLAN 1980	



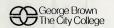
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In support of College Objective Number

2

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Student	ST-7	Because of the reduction in seat purchases made by the Canadian Employment and Immigration Commission, the College intends to increase its publicity efforts to attract more Fee-Paying students in Short Programs. Nevertheless, a slight reduction of 1.4 per cent is expected in the number of fundable training days in these programs in 1980-81.	AR3 EL 2,4 AR7 BC 2 EM1 EL 1 RG1
Student	ST-8	Increases in the capacity of some classes will permit a projected increase in enrolment in Apprenticehip programs of 0.8 per cent in the coming year.	AR9
Student	ST-9	The addition of more courses, particularly in the general interest area, and the development of a coordinated marketing strategy for Continuing Education at George Brown is expected to increase part-time enrolment by at least 8 per cent over the very high levels recorded in 1979-80.	BC 3,4 IT 2*,1 PA 2 SP 1
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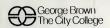


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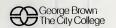
CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLA
Program	P-2	The program offerings of the College will be modified to reflect changes in community needs. In particular: recommendations of industry associations will be implemented where feasible. new courses, more relevant to students in client divisions, will be introduced by the Academic divisions. self-learning packages will be developed in some programs (e.g. Fitness Instructor). subject to the availability of funding later in the year, the use of micro-computers in the small business management courses in the Fashion Technology and Hospitality Divisions will be increased. credits at the university level will be developed for students in the Hospitality Division. the Straight Truck Driver program will be lengthened from 3 to 4 weeks. the Diploma Nursing Program will be lengthened from 82 weeks over two years to 96 weeks over a three year period.	AR6,II FT 2 MS 4
		a review of continuous intake programs will be be undertaken.	



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In support of College Objective

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Program	P-3	The College intends to introduce a number of new programs in 1980-81. These includes Health Care Aide (subject to C.E.I.C. funding); Construction Technology (pending approval); Printing Technician (2 year) (pending approval); Family Worker (to be instituted as a part-time program); and Basic Employment Training (subject to C.E.I.C. funding).	AR1 CS 5*,7,11* GA 3
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In support of College Objective Number

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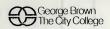
CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAI
Program	P-4	In the coming year the College intends to examine and, if advisable, develop programs for introduction in the 1981 to 1983 academic years. These include: Activity Director;	AR 5,10 CS 4,6,8 HD 3 HN 2*,6
		Stationary Engineering (Post-Secondary Program);	MS 2
		Tool and Die Design Technology;	
		Mechancial Drafting Design Technology;	
		Integrated Dental Assisting/Dental Hygiene program;	
	arr.	Post Diploma programs in Nursing, Dental and Early Childhood Education;	
		Modules for use in the pre-program training in the Orthotic/Prosthetic Clinician and Dental Hygiene programs; and	
	- 3	Preparation programs for the Hospitality, Fashion Technology and Community Services Divisions.	
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In support of College Objective

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Facilities	PF-2	More effective utilization of existing space in the College will be necessary to accommodate the expected increases in enrolment in the coming year. This will be accomplished by: increases in class sizes; improved scheduling accomplished by integrating campus timetabling and consolidating divisional activity; and increased utilization of College space at off-peak times by offering more courses in the evening and increasing activities in the summer months.	AR 4*,7,8,9 BC 1,4 CS 5,6,9 EL 1,3 GA1,2,3 HN1,6 IT 2 CL 1 CO1
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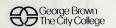


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In support of College Objective Number

3 To increase our offerings in the summer months.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Program	P-7	The College intends to develop a "Summer at George Brown" program of part-time courses for introduction in the summer of 1980.	AR I BC I,2 EMI FT 2 HD2 HN1 IT 1,2*,3,4,5,7 MS 2 PA 2 SP I,2
Program	P-9	In 1980-81 the College plans to develop full-time summer programs for introduction in the summer of 1981. The following program areas are being considered: Dental Assisting; Preparation Program for Community Services; and Early Childhood Education.	CS 1,3 HD1
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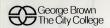
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In support of College

3

To increase our offerings in the summer months.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Facilities	PF-2	More effective utilization of existing space in the College will be necessary to accommodate the expected increases in enrolment in the coming year. This will be accomplished by: increases in class sizes; improved scheduling accomplished by integrating campus timetabling and consolidating divisional activity; and increased utilization of College space at off-peak times by offering more courses in the evening and increasing activities in the summer months.	CS 1,2,3 EL 1 FT 1,2 HD1 HO1 HN1 IT 1,2,3,5 NI 1
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		CSDICE STATISTICS	



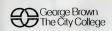
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In support of College Objective Number

4

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Student	ST-I	In the coming year the College intends to improve the administrative services provided to the students in such areas as: course information; registration; student records; and library services.	BC1 CS I IT 15 PR 3 RG 5*
Student	ST-5	The services offered by the Test Centre will be expanded. In particular: the efficiency, validity and reliability of the functional level testing service will be improved. potential ways in which the "PEP Test" can be adapted and implemented at George Brown will be examined. vocational interest and aptitude services will be introduced.	MS I
	14	WITH NEVER BY WITH THE O	



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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Student	ST-10	The College will establish and promote the image of George Brown as the "City College": through improved publicity materials regarding course and program offerings in the College. by increasing contact with the public by holding more open houses and displays of student accomplishments (e.g. Fashion Shows, Theatrical and Dance Productions, Concerts).	FT 1* GA1,3 HO2 HD1* HN1* IT 1,3,4,8 PA 2,3 SP 1,2,3
		 by maintaining contact with related business and industry to assist in the placement of students. by the preparation of a history of the College. 	LS 1 PR 2 RG1,2 SS 1,2,3
Student	ST-II	In 1980-81 the College will provide at St. James Campus noon-hour programs, films, speakers etc. on topics of interest to women.	AAI
Student	ST-12	In the coming year the College will undertake a study to examine the feasibility of providing additional services (eg. library, bookstore, cafeteria) to part-time students.	CS 2 IT 2
		MULTI-YEAR PLAN 1980	



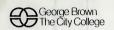
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In support of College Objective Number

4

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Student	ST-13	The relationship between the Hospitality Division of the College and the recently established Ontario Hostelry Institute will be clarified in 1980-81, and a plan for inter-related activity developed and publicized in the community.	HOI
Student	ST-17	In the coming year the College intends to increase and enhance the graduation ceremonies for students in Short Programs.	BC 2
Program	P-1	Formal procedures to evaluate the programs offered by the College will be established to ensure that our offerings are meeting the needs of the community. In particular: Formal committees to conduct these evaluations will be established in several divisions.	ARI MSI HN2 PAI
	-	Procedures to monitor feedback from students and graduates will be instituted.	
		College ties with business and industry will be strengthened.	
Program	P-5	In 1980-81 the College intends to increase the number of seminars and conferences held.	GA2 IT II
		MULTI-VEAR PLANTER	



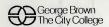
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4

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Program	P-7	The College intends to develop a "Summer at George Brown" program of part-time courses for introduction in the summer of 1980.	SP 3
Staff	SF-3	In the coming year efforts will be made to improve the communications network of the College.	RG4 FAI
Staff	SF-4	The College intends to improve communication/relations with the labour market and more actively recruit its own graduates for full or part-time employment.	PL 1,2
Staff	SF-7	The College will continue to encourage increased staff awareness of current industry practices by: promoting "summer work in industry" programs for faculty; encouraging faculty participation at industry conferences and seminars; and encouraging staff representation on external boards and committees (government, businesses, and industry associations).	FT 2 HI 3 IT 6,13,14 CP1 FA 3 GA 4 EL 2
	14.	MULTHYEAR PLAN 1980	



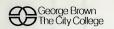
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In support of College Objective Number

4

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Staff	SF-8	One of the key components of the Staff Development program at George Brown in 1979-80 was the slate of activities designed specifically for support staff. The College will continue in this regard, providing courses, workshops and seminars in such areas as:	RG3*
		career counselling;	l'
		public relations;	
		on-line computer registrations;	
		occupational health and safety; and	
		orientation programs.	
Facilities	PF-I	In order to accommodate changes in the size and composition of enrolment, the College intends to modify existing space by the:	AA2
		- redesigning of the general office at St. James;	
		creation of additional space in labs at St. James;	
		 expansion of cafeteria facilities at Casa Loma; and 	
	131	increase in the number of large classrooms.	

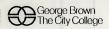


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In support of College Objective Number

4

			
CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Facilities	PF-2	More effective utilization of existing space in the College will be necessary to accommodate the expected increases in enrolment in the coming year. This will be accomplished by: increases in class sizes; improved scheduling accomplished by integrating campus timetabling and consolidating divisional activity; increased utilization of College space at off-peak times by offering more courses in the evening and increasing activities in the summer months.	CL 4
Facilities	PF-3	In 1980-81 the College intends to make some improvements on the appearance of College buildings and to provide more attractive outdoor facilities for both students and staff.	CO1,2*,3 KN1,2 CL 3
Financial	F-4	This year a formal internal audit system will be established in the Comptroller's department to monitor the College's administrative operations. .	FA 2
	¥	MULTHYEAR PLAN 1890	



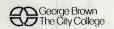
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In support of College Objective Number

5

The effective participation of students and graduates in the activities of the College.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Student	ST-14	Students and graduates will be encouraged to participate on Advisory Committees.	BC1 CS 2,3 EM1 GA1 HI I IT I MS1 SJ 4
Student	ST-15	The College intends to promote the development of divisional alumni associations in the coming year.	BC 2 CS 1 HO1 HD1 HN1*,2* SS 1
Student	ST-16	This year's orientation for Post-Secondary programs will be reviewed and improved. Specifically: a campus guide will be prepared for St. James Campus. student handbooks will be improved.	AR1 HD2 SJ 2 SS 3,4*



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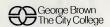
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In support of College Objective Number

5

The effective participation of students and graduates in the activities of the College.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAI
Student	ST-17	In the coming year the College intends to increase and enhance the graduation ceremonies for students in short programs.	RG1,2* SJ 3 SS 5
Student	ST-18	More and varied campus functions will be initiated to increase participation in non-academic College activities.	CL I COI SS 6
Student	ST-19	In 1980-81 the College intends to review and clarify the College policy on the official status of campus student councils and to encourage the links that are growing among student organizations.	AR 2 SJ I SS 2
Student	ST-20	As a pilot project, the Hospitality Division intends to hold "Career Days" bringing together students, graduates, the Ontario Hostelry Institute and other industry representatives to share career information.	HO2,3
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	4	MULTI-VEAR PLAN 1980	



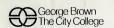
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In support of College Objective Number

5 The effective participation of students and graduates in the activities of the College.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Program	P-4	In the coming year the College intends to examine and, if advisable, develop programs for introduction in the 1981 to 1983 academic years. These include: Activity Director;	HD3
	117-9	Stationary Engineering (Post-Secondary Programs);Tool and Die Design Technology;	
		Mechanical Drafting Design Technology; Integrated Dental Assisting/Dental Hygiene program;	
	Ε,	Post Diploma programs in Nursing, Dental and Early Childhood Education; Modules for use in the pre-program training in the Orthotic/Prosthetic Clinician and Dental Hygiene programs; and	
		Preparation programs for the Hospitality, Fashion Technology and Community Services Divisions.	
Staff	SF-4	The College intends to improve communication/relations with the labour market and more actively recruit its own graduates for full or part-time employment.	PL I
		MINLTO YEAR PLANTING	



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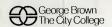
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In support of College Objective Number

6

To implement an integrated staff development program making available a framework to assist, as a joint responsibility, all staff in updating their skills vital to the fulfillment of the College's educational mandate and in achieving their full personal and professional potential.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Program	P-5	In 1980-81 the College intends to increase the number of seminars and conferences held.	IT 4
Staff	SF-5	Over the past year the Staff Development activities of the College were decentralized. Committees were established in each division and department to coordinate the staff development program in their area. The College will continue to develop this approach.	AR I BC 1,2 CS 1,3 EL 1,2,4 HD 1,2 HI 1,2* IT 1,6,8 MS 2 LS I FA I HS I PL I PR I
			RG1 SD 3,4,5,6,7,8
		MULTI-YEAR PLAN 1980	.,



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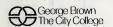
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In support of College Objective Number

6

To implement an integrated staff development program making available a framework to assist, as a joint responsibility, all staff in updating their skills vital to the fulfillment of the College's educational mandate and in achieving their full personal and professional potential.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Staff	SF-6	The College intends to encourage further faculty staff development. Activities planned for the coming year include: the development of a framework for an ongoing teacher training program specifically designed to meet the needs of new teachers, or those who are teaching on a part-time basis. the development by College staff of a teaching manual for instructors of both the Straight Truck and Tractor Trailer Driver programs. the training of more staff in cardio-pulmonary resuscitation. conducting further courses, workshops and seminars in such areas as student evaluations and public relations.	BC 3 HN1,3 IT 2,3 SD 1,2 GA2 MS 1 HS 3
Staff	_SF-7	The College will continue to encourage increased staff awareness of current industry practices by: promoting "summer work in industry" programs for faculty; encouraging faculty participation at industry conferences and seminars; and encouraging staff representation on external boards and committees (government, businesses, and industry associations).	CS 2 FT 1 EM1 GA1* HN2,4 HO1* IT 4,5



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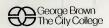
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In support of College Objective Number

6

To implement an integrated staff development program making available a framework to assist, as a joint responsibility, all staff in updating their skills vital to the fulfillment of the College's educational mandate and in achieving their full personal and professional potential.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLA
Staff	SF-8	One of the key components of the Staff Development program at George Brown in 1979-80 was the slate of activities designed specifically for support staff. The College will continue in this regard, providing courses, workshops and seminars in such areas as: career counselling; public relations;	EL 3 HN5 CL I COI* PL 2* RG2 SS I SD 9
		on-line computer registrations; occupational health and safety; and orientation programs.	30 9
Staff	SF-9	In the coming year the College intends to complete the second phase of the Employee Information System (a computer based staff information system), and to further develop the Human Resources Inventory begun in 1979-80.	PL 3 SD 2
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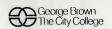
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In support of College Objective

The effective/efficient use of our current physical facilities.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Program	P-10	The Hospitality Division intends to examine the feasibility of block intake in all food-related programs within the Division in the coming year.	HO1
Facilities	PF-I	In order to accommodate changes in the size and composition of enrolment, the College intends to modify existing space by the: redesigning of the general office at St. James; creation of additional space in labs at St. James; expansion of cafeteria facilities at Casa Loma; and increase in the number of large classrooms.	ARI*,2* BC 2 EL 2*,3* FT 1 GA1 CL 2 CO 1*,2 KN1*,2*,4* PR 2,5,6* RG1*
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In support of College Objective

7

The effective/efficient use of our current physical facilities.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLA
Facilities	PF-2	More effective utilization of existing space in the College will be necessary to accommodate the expected increases in enrolment in the coming year. This will be accomplished by: increases in class sizes; improved scheduling accomplished by integrating campus timetabling and consolidating divisional activity; and increased utilization of College space at off-peak times by offering more courses in the evening and increasing activities in the summer months.	BC I CS I EMI EL I HI I IT I MS 1,2,3 CL 3 FA 2 KN 3 NI I RG 3,4
Facilities	PF-4	In response to current and anticipated future demands for space in the College, the relationship between student population and the area assigned each division will be examined, and a long term plan for space utilization developed. Guidelines for space usage ensuring the equitable treatment between Apprenticeship, OTA, Post-Secondary and Part-time students and the equitable allocation of Faculty, Staff and Administrative office space will be established.	CL I PR I CS 2



MULTI-YEAR PLAN 1980 College Strategies

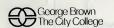
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In support of College Objective Number

7

The effective/efficient use of our current physical facilities.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Facilities	PF-5	In the coming year the College intends to fully implement a computerized system of plant preventative maintenance.	PR 2
Facilities	PF-6	In the coming year the College will continue its energy conservation program and plans to reduce energy consumption by at least 5 per cent over 1979-80 levels.	PR 3,4
Financial	F-3	In the coming year the College intends to compile financial information regarding space usage.	FAI
		THE TAXABLE PLANT TONG	



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In support of College Objective Number

8

Determine future additional space requirements and means of answering same.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Facilities	PF-4	In response to current and anticipated future demands for space in the College, the relationship between student population and the area assigned each division will be examined, and a long term plan for space utilization developed. Guidelines for space usage nesuring the equitable treatment between Apprenticeship, OTA, Post-Secondary and Part-Time students and the equitable allocation of Faculty, Staff and Administrative office space will be established.	CS HD1 HI HO * IT MS 2 CL PR ₂ RG1 RP SD
	= , - - -		
		MULTI-YEAR PLAN 1980	



College Strategies

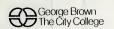
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In support	_
	U
College	
Objective	
Number	

9

Standardization of administrative policies and procedures.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Student	ST-1	In the coming year the College intends to improve the administrative services provided to the students in such areas as: course information;	CS 2* KN3 RG5
		registration; student records; and library services.	
Student	ST-5	The services offered by the Test Centre will be expanded. In particular:	MS 1,2,3
	150	 the efficiency, validity and reliability of the functional level testing service will be improved. 	
		 potential ways in which the "PEP Test" can be adapted and implemented at George Brown will be examined. 	
	. 1	vocational interest and aptitude services will be introduced.	
Staff	SF-3	In the coming year efforts will be made to improve the communications network of the College.	CP 1,2,3 RG 3
		MULTUNEAU PLANT 1900	



College Strategies

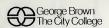
PAGE NO. _____73

In support of College Objective Number

9

Standardization of administrative policies and procedures.

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Staff	SF-10	In 1980-81 the College plans to further clarify and develop its policy and operational procedures. The College is developing a manual which formalizes the operational procedures of each division and department.	BC1 CS1 EL1 HD1 HI 1 IT 1,2 CL1 FA1 HS1 KN1,2,3
			LS 1 PR 1 PV 1 RG1,2,4*,5
	100		SS 1
Facilities	PF-4	In response to current and anticipated future demands for space in the College, the relationship between student population and the area assigned each division will be examined, and a long term plan for space utilization developed. Guidelines for space usage ensuring the equitable treatment between Apprenticeship, OTA, Post-Secondary and Part-time students and the equitable allocation of Faculty, Staff and Administrative office space will be established.	PR I
		College Strolegies	
	1 = 1	MULTI-YEAR PLAN 1980	



MULTI-YEAR PLAN 1980 College Strategies

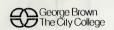
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In support	o
College	
Objective	
Number	



Standardization of administrative policies and procedures.

CATEGORY	STRAT. NO.	STRATEGIES .	LINKAGE TO INTERNAL COLLEGE PLAN
Financial	F-4	This year a formal internal audit system will be established in the Comptroller's department to monitor the College's administrative operations.	FAI
			100
			1
	.//	WALTEVEAN PLAN 1980	

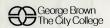


MULTI-YEAR PLAN 1980 College Strategies

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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLA
Student	ST-2	The College plans to improve the liaison with High Schools and Manpower Counsellors. Particular efforts will be made to better inform them of the prerequisites for students wishing to enter programs in the Technology and Health areas.	HO2
Student	ST-10	The College will establish and promote the image of George Brown as the "City College":	FT 2
		 through improved publicity materials regarding course and program offerings in the College. 	
		 by increasing contact with the public by holding more open houses and displays of student accomplishments (e.g. Fashion Shows, Theatrical and Dance Productions, Concerts). 	
		by maintaining contact with related business and industry to assist in the placement of students.	
		by the preparation of a history of the College.	
		TV	
Student	ST-21	The Hospitality Division intends to develop, on a pilot project basis, a student exchange program with institutions in other provinces and countries.	HO1
	1	MULTI YEAR PLAN 1980	



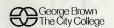
College Strategies

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In support of College Objective Number

10

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Program	P-2	The program offerings of the College will be modified to reflect changes in community needs. In particular: recommendations of industry associations will be implemented where feasible. new courses, more relevant to students in client divisions, will be introduced by the	HO 3 EL 1,5
		Academic divisions. self-learning packages will be developed in some programs (e.g. Fitness Instructor). subject to the availability of funding later in the year, the use of micro-computers in the small business management courses in the Fashion Technology and Hospitality Divisions will be increased.	
		 credits at the university level will be developed for students in the Hospitality Division. the Straight Truck Driver program will be lengthened from 3 to 4 weeks. 	
		 the Diploma Nursing Program will be lengthened from 82 weeks over two years to 96 weeks over a three year period. a review of continuous intake programs will be undertaken. 	
		WATER YEAR PLANT	

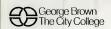


MULTI-YEAR PLAN 1980 College Strategies

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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLA
Program	P-4	In the coming year the College intends to examine and, if advisable develop programs for introduction in the 1981 to 1983 academic years. These include: Activity Director; Stationary Engineering (Post-Secondary Program);	BC1 EM1 EL 3*,4* GA2* HD1 IT 3,5 MS 2
	Lee	Tool and Die Design Technology; Mechanical Drafting Design Technology; Integrated Dental Assisting/Dental Hygiene program; Post Diploma programs in Nursing, Dental and Early Childhood Education; Modules for use in the pre-program training in the Orthotic/Prosthetic Clinician and	PAI
	10	Dental Hygiene programs; and - Preparation programs for the Hospitality, Fashion Technology and Community Services Divisions.	
Program	P-5	In 1980-81 the College intends to increase the number of seminars and conferences held.	ARI HN2 IT 4 GAI



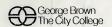
College Strategies

PAGE NO. ___78

In support of College Objective Number

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CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Program	P-6	The College intends to develop new part-time courses and programs for introduction in the 1980-81 academic year. In line with our "CityCollege" image, more emphasis will be placed on courses reflecting the culture of Toronto, and on courses designed for those living and working in the downtown core.	HN1,3 IT 1,2
Staff	SF-5	Over the past year the Staff Development activities of the College were decentralized. Committees were established in each division and department to coordinate the staff development program in their area. The College will continue to develop this approach.	SD 3
Staff	SF-6	The College intends to encourage further faculty staff development. Activities planned for the coming year include:	SD1
		 the development of a framework for an ongoing teacher training program specifically designed to meet the needs of new teachers, or those who are teaching on a part-time basis. 	
		 the development by College staff of a teaching manual for instructors of both the Straight Truck and Tractor Trailer Driver programs. 	
		the training of more staff in cardio-pulmonary resuscitation.	
		 conducting further courses, workshops and seminars in such areas as student evaluations and public relations. 	
		BATE M AGAM PLANT 1800	

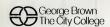


College Strategies

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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAI
Staff	SF-9	In the coming year the College intends to complete the second phase of the Employee Information System (a computer based staff information system), and to further develop the Human Resources Inventory begun in 1979–80.	SD 2*
Staff	SF-II	The College intends to further develop a data base to support the planning process. Included in this data base will be: Divisional/Departmental objectives and strategies;	MS I RG I RP 1,2
	10.75	Enrolment projections;	
		 Labour market information; Longitudinal tracking of the success of entrants to post-secondary programs; and 	
		Space utilization information.	
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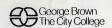


College Strategies

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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Facilities	PF-2	More effective utilization of existing space in the College will be necessary to accommodate the expected increases in enrolment in the coming year. This will be accomplished by: increases in class sizes; improved scheduling accomplished by integrating campus timetabling and consolidating divisional activity; and increased utilization of College space at off-peak times by offering more courses in the evening and increasing activities in the summer months.	EL 3 GA 2*
Financial	F-9	In an attempt to lower administration costs the College intends, where economical, to expand its base for the provision of administrative services.	LS I
		WALAL-VEAN PLANT 1970	

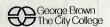


College Strategies

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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Staff	SF-3	In the coming year efforts will be made to improve the communications network of the College.	FA 2
Staff	SF-5	Over the past year the Staff Development activities of the College were decentralized. Committees were established in each division and department to coordinate the staff development program in their area. The College will continue to develop this approach.	SD I
Staff	SF-II	The College intends to further develop a data base to support the planning process. Included in this data base will be:	RP 2,3,4
		Divisional/Departmental objectives and strategies;	
		Enrolment projections;	
		Labour market information;	
		- Longitudinal tracking of the success of entrants to post-secondary programs; and	
	14	Space utilization information.	
	0.	CHINE CHIEBITA	
	1000	MALETHYEAR PLAN 1980	



MULTI-YEAR PLAN 1980 College Strategies

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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Staff	· SF-12	The College will further develop and implement a system to collect and distribute information on College objectives and strategies with the participation of all divisions and departments.	CS! EL! EM! HD! HI! MS!
			FAI PL 1,2 RGI RP 1* SJ 1
Financial	F-5	In the coming year negotiations will be held with the Ministry of Education in an attempt to change the funding for Hearing Impaired support services to a cost recovery basis.	HI 2
Financial	F-6	The College intends to begin the development of the interfaces required by the new Student Records System and the financial and enrolment reporting systems of the College.	RG4
Financial	F-7	Improvements in the reporting of monthly financial information are planned for the coming year.	FA 2
	14-6	MINITENERAL PLANT 1990	



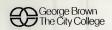
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MULTI-YEAR PLAN 1980 College Strategies

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In support of College Objective Number

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAI
Financial	F-8	The College intends to undertake a financial analysis of expenditures on staff development during the 1980-81 fiscal year.	SD I
	m		
	-		
	12		
	15	MULTI-YEAR PLAN 1980	-



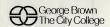
College Strategies

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In support of College Objective Number

11

CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Financial	F-8	The College intends to undertake a financial analysis of expenditures on staff development during the 1980-81 fiscal year.	SD I
	10		
	#G (1991)		
		PATELE VEAR PLANS 1880	



MULTI-YEAR PLAN 1980 College Strategies

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In support of College Objective Number

12 To provide a high standard of occupational health and safety within the College environment.

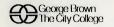
CATEGORY	STRAT. NO.	STRATEGIES	LINKAGE TO INTERNAL COLLEGE PLAN
Staff	SF-13	In 1980-81 the College intends to improve safety procedures in accordance with Bill 70. A safety officer has been employed. An audit of hazardous substances and equipment will be undertaken and measures to reduce or contain such hazards will be implemented.	HS 1,2,3,4
	(i)		
	7		
	Section	MOLTS YEAR PLAN 1900	

V. STATUS OF 1979 COLLEGE OBJECTIVES

In Multi-Year Plan 1979, the College set for itself nine Objectives. The College's success in achieving these Objectives is presented in the following tables. The first column reproduces the 1979 'College Objective' and the second column provides the 'Current Status' of the Objective.

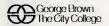
The 'Current Status' is based, primarily, upon the bi-annual review of Divisional/ Departmental Objectives (College Strategies). The first review is the mid-year Review of Operations scheduled at the start of the second quarter of the fiscal year. It is the purpose of this Review to meet with each operating Division/Department and determine the status of its current Objectives, making adjustments as necessary. This flexibility is considered important to the planning process — especially since the Divisional/Departmental Objectives were initiated the preceding September and finalized in February.

The second review occurs in the last quarter of the fiscal year at the same time that the Objectives and Strategies for the following year are being reviewed with the President's Office. As part of this Review of Operations, the status of each Division's/Department's preceding year's Objectives is determined, and those Objectives still deemed important brought forward into the Divisional/Departmental Objectives for the coming year.



MULTI-YEAR PLAN 1980 Status of 1979 Objectives

0.	1979 COLLEGE OBJECTIVE	CURRENT STATUS
	To increase College enrolment without additional teaching complement.	a. Total full-time fall enrolment in the College was projected to graw by 4.9 per cent in last year's plan. We actually achieved a growth of 4.5 per cent. In post-secondary programs we did better than anticipated achieving 12.4 per cent growth. In short programs where we expected only slight declines, enrolment of OTA students fell by 9.6 per cent, while the enrolment of Fee-paying and sponsored students grew more than anticipated, by 14.9 per cent. For apprenticeship students enrolment changes were essentially as projected up 0.8 per cent. For apprenticeship students enrolment changes were essentially as projected up 0.8 per cent. Registrations between July 1, 1979 and January 31, 1980 were up 17.5 per cent. Registrations between July 1, 1979 and January 31, 1980 were up 17.5 per cent compared with the same period in 1978. Thirty-four new part-time courses were introduced, exceeding our target of twenty-five. All programs slated for introduction in September 1979 were successful and will continue in 1980.



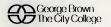
1979 COLLEGE OBJECTIVE

MULTI-YEAR PLAN 1980

Status of 1979 Objectives

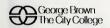
CURRENT STATUS

NU.	1979 COLLEGE OBJECTIVE	CORRENI STATUS
1	To increase College enrolment without additional teaching complement.	d. Of those new program areas identified for examination in 1979-80, Family Work will be introduced in September 1980 on a part-time basis; in the gerontological area a full-time Health Care Aide program will begin in September 1980 if funding from CEIC becomes available, and a full-time Activity Director program is scheduled for introduction in September 1981; subject to CEIC funding a Basic Employment Training program will commence in September 1980. A proposal for a Civil Technology program was turned down by the Ministry. The use and application of micro-computers in Fashion Technology, while deemed desirable, could not be funded.
		destrable, could not be funded.
	\	e. An improvement in the Student/Staff ratio was recorded in 1979. The ratio of total full-time fall enrolment to total full-time teaching staff was 10.9 in 1979 compared to 10.6 in 1978.
		f. The College was able to accommodate the enrolment increases within existing space. However because of anticipated future demands for space in the College a special task force to review space utilization and develop guidelines for space usage was established and a space plan developed. (See Section II-D).
		g. The College increased its program advertising expenditures by 72 per cent in 1979- 80. In examining its public relation activities it was determined that a separate Communications department should be established within the College, but this was ultimately deferred because of funding constraints.
1	THE COURSE LEWIS LINE	
2	To reduce expenditures for non-salary items.	a. In last year's plan the College indicated that it intended to reduce energy consumption by 5 per cent. To assist in the achievement of this goal process computers to monitor and control energy use at 5t. James and at Casa Loma
	Brans	campuses were installed; the heating system at College Street was converted from oil to gas; and thermal pane windows were installed at Casa Loma Campus. However, because of extended use of the facilities and the installation of additional equipment, preliminary indications are that actual energy consumption in 1979-80 was roughly equal to the previous year.



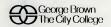
Status of 1979 Objectives

NO.	1979 COLLEGE OBJECTIVE	CURRENT STATUS
2	To reduce expenditures for non-salary items.	b. Even though a 5 per cent reduction of printing costs was targeted, total expenditures for printing services grew by an estimated 3.7 per cent because of the increase in College activity. A Task Force was established to examine printing in the College and has made recommendations to centralize printing activities at each campus and to purchase rather than lease duplicating equipment. These recommendations are currently being implemented.
		c. Telephone expenditures in 1979-80 were virtually the same as for the previous years. The target of a 6.5 per cent reduction in these costs was not achieved due to increased College activity and delays in the conversion of existing equipment. A decision was made to introduce a "toll-denying" system for long distance calls in 1980-81.
		d. The College set as its target an 80 per cent (one-year only) reduction in expenditures for equipment out of the operating budget, and renovations. Primarily as a result of unanticipated spending in support of the Mnistry's 57M program to support a system-wide enrolment increase of 4,000 students, this objective was not fully reached — expenditures on renovations being cut by 52 per cent and capital out of operating expenditures being cut by just under 42 per cent over 1978-79 levels.
		 Following the recommendations of a study on the use of micro-computers for teaching purposes that was initiated in 1979, the Mathematics and Science division obtained 35 micro-computers, and 4 hard-copy printers.
		f. A long term program of external building maintenance has been developed and a report prepared. Routine inspections of external building conditions are now conducted and reports prepared on a biannual basis. Financial constraints limited the maintenance work that could be carried out in 1979-80.
	Comment of the Commen	g. Because of higher prices and increases in the activity of the College, nominal expenditures on instructional supplies rose by 21.7 per cent last year.



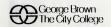
Status of 1979 Objectives PAGE NO. __89

NO.	1979 COLLEGE OBJECTIVE	CURRENT STATUS
2	To reduce expenditures for non-salary items.	h. Increases in expenditures on general maintenance items (housekeeping, refuse removal, security and laundry services) were held to just 2.2 per cent in 1979-80. Considerable savings in housekeeping and refuse removal were achieved, but these were more than offset by higher costs for security and laundry services necessitated by increased student activity.
3	To maintain (short-term) and to reduce (long-term) the current complement of non-teaching personnel except in	 In the past year all Administrative positions were evaluated and a systematic review of all support staff positions undertaken.
	instances of new initiatives.	b. A formal review of all vacant positions is now undertaken as they occur.
		c. The Personnel department has implemented a system of cooperative staffing for support staff.
		d. Considerable cost savings on housekeeping items were achieved in 1979-80 through attrition and cutbacks in services provided.
4	To establish a more equitable budgeting process allowing development in those areas conducive to achieving the College's objectives.	 A survey of the budgeting practices used in other Colleges was undertaken and a report prepared for the President in October 1979.
		 Procedures to provide statements of revenue estimates to the Board four times a year were established in 1979.
	1 1 00 40	c. Beginning March 31, 1980, ancillary operations of the College will be reported at year end on a profit and loss basis.
	The last of the la	d. A decision was made to establish an internal auditing mechanism and to have a (central) Financial officer. However, because of financial constraints this has been deferred. A new system of inventory control was established.



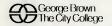
Status of 1979 Objectives

NO.	1979 COLLEGE OBJECTIVE	· CURRENT STATUS
4	To establish a more equitable budgeting process allowing development in those areas conducive to achieving the College's objectives.	e. The semi-monthly commitment accounting report distributed to all budget managers now includes all salary information. f. A special task force of the Academic Council is reviewing budget procedures. The Campus principals were requested to keep records of the services provided to Divisions and Departments outside their normal activities for a three month period. These will be examined with respect to their impact on future budgets. A decision was made to introduce a charge-back system for stationery supplies.
5	To formalize a College-wide Participatory Planning Process for long-term planning.	 a. All divisions and departments (in many cases to the operational level) are participating in the planning process. The planning process is undergoing a systematic review; as yet, a Planning Advisory Committee has not been established. b. A computer assisted system to centralize and coordinate information on divisional and departmental objectives and strategies was developed and instituted. Further development will take place in the coming year. c. The College initiated the development of an improved information base in support of the planning process. This included:
		 instituting procedures to accelerate the updating of student and staff files. compiling detailed space information for analysis in 1980-81. refining the enrolment projections model discussed in last year's plan. This model will be computerized in 1980-81.
	Mark and the second	establishing a system of labour market information



MULTI-YEAR PLAN 1980 Status of 1979 Objectives

NO.	1979 COLLEGE OBJECTIVE	CURRENT STATUS		
Develop an organizational structure which will improve the College communication network and facilitate coordinated decision making.		 a. An attitude survey of College staff was conducted (using CAPRI methodology) and a report distributed to senior staff. b. A task force was set up to examine the feasibility of integrating the three Student Councils in the College. It recommended that the three councils continue and an executive council be established to coordinate College wide activities. c. In the 1979-80 fiscal year, the Allied Health Auxiliaries and Nursing divisions were amalgamated into the Health Sciences Division; a Computer Appplications Policy Committee was established; and an Advisory Committee Structure set up in the College. d. The recommendations of the College Task Force on Organizational Structure were implemented. This resulted in the shifting of some departments and a further clarification of the role of the campus principals. e. A decision was made to develop a policy and procedures manual for the College. 		
7	To launch new initiatives to broaden the student base by promoting new course and program development, in response to perceived (vocational and avocational) community needs; increasing contact with the industrial community; and enhancing the image of the College.	 a. A system of awards/medals was recently approved. The first medals will be presented at the end of the 1979-80 academic year. b. During 1979-80 the value of the total scholarship funds available to students was increased by 20 per cent. c. The College increased the graduation activities for students in non-post-secondary programs in 1979-80. Further increases are intended in the coming year. 		



Status of 1979 Objectives

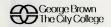
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NO. 1979 COLLEGE OBJECTIVE CURRENT STATUS To launch new initiatives to broaden the d. A pilot project to examine the long-term placement success of graduates of the student base by promoting new course and Child Care Worker program was planned and will be undertaken in 1980-81. program development, in response to perceived (vocational and avocational) e. The Hospitality Division designed and implemented a number of short training and community needs; increasing contact with upgrading courses in 1979-80. These included: the industrial community; and enhancing the image of the College. - a series of management development courses for supervisors in the Hospitality industry. -- training programs for students seeking part-time (summer) employment in the Hospitality industry. f. Negotiations regarding possible cooperative ventures with several organizations in the Performing Arts area were begun in 1979-80. These negotiations are still ongoing. g. Last year the College embarked upon significant renovations at Nightingale Campus. (See "Space and Its Use 1980-84", The George Brown College of Applied Arts and Technology, May 1980). However, the architect's report indicated that its potential for further expansion as a teaching facility is limited; and hence the College is now examining the possibility of converting the upper floors for administrative use. h. Several new initiatives were examined by the Fashion Technology division in the past year, including supplying computer service to the Apparel and Furniture industries; establishing an Institute of Fashion Technology in the College; and the setting up of a craft centre. However, because of funding limitations none of these initiatives

successful programs were undertaken.

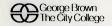
i. A conference - seminar centre was established in 1979-80. In its first 8 months, 20

was implemented.



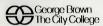
Status of 1979 Objectives

NO.	1979 COLLEGE OBJECTIVE	CURRENT STATUS
8	To develop fully an integrated staff development program making available a framework to assist, as a joint responsibility, all staff in updating their full personal and professional potential.	a. During the past year the College began to develop committees in all divisions and departments to coordinate staff development activities in their areas. A central Staff Development department was established to carry out such functions as assisting these local committees; conducting courses and workshops; and compiling information on the staff development needs and activities of College employees. b. The College has begun work on the development of a system to evaluate staff development activities. c. A number of courses, seminars and workshops for College employees were conducted in-house during the past year. These included: — pre-retirement courses; — orientation to the College programs; — in-service training for part-time faculty; — career planning workshops for support staff; and — program evaluation seminars for chairmen. d. Funds for staff development activities more than doubled in the 1979-80 fiscal year.
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MULTI-YEAR PLAN 1980 Status of 1979 Objectives

NO.	1979 COLLEGE OBJECTIVE	CURRENT STATUS
9	To continue emphasis on the excellence of course and program offerings.	 a. Work to define the functional levels of language skills required by students in a number of divisions, is ongoing. Once these have been finalized, specialized tests to assess the language skills of applicants will be developed. b. Baseline competencies were established for a number of programs in the Health Sciences division. c. Individual learning packages were introduced into food and beverage preparation and service courses. d. In consultation with the client divisions, modifications were made to a wide range of courses offered by the English and Liberal Studies division to make them more relevant. As a result of a regular process of evaluation and review further refinements will be made as required. e. Computer based systems were developed to process CAPRI surveys used in the evaluation of program and course content. In addition the system of program/course evaluations is also supported by a manual system to transmit to the divisions, comments obtained in the graduate follow-up survey. f. Improvements were made in the Computer Systems test scoring facilities to provide more immediate feedback to students. These improvements will be implemented in 1980-81.
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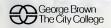
		Status of 1979 Objectives
10.	1979 COLLEGE OBJECTIVE	CURRENT STATUS
,	To continue emphasis on the excellence of course and program offerings.	g. Greater use was made of computer assisted learning in Civil Technology programs during the past year. Because of funding constraints other applications of computer assisted learning identified in last year's plan could not be carried out. h. Because of lack of funds the proposed cooperative ventures with Seneca and St. Clair Colleges with regard to the coding and classification system for Nursing subjects and the development of Nursing examinations in the Seneca Test Bank could not be carried out.

VI. SPECIAL REQUIREMENTS: AFFIRMATIVE ACTION

The Affirmative Action plan for the College is presented in the following tables and was prepared according to the guidelines provided by the Council of Regents. These guidelines are a revision of the 1975 Affirmative Action guidelines.

The three Affirmative Action Objectives along with the plans for achieving these Objectives are provided in the following Affirmative Action plan. The plan provides for each Objective Results Oriented Specific Objectives, Strategies for achieving the Objective, Measurement Criteria for identifying when the Objective has been achieved, and the College member responsible for the achievement of the Objective.

The College has established senior management accountability for the Affirmative Action plan and appointed a coordinator of Affirmative Action/Equal Opportunity programs; at present, the Women's Adviser and the Women's Adviser's Assistant share this responsibility. As per the guidelines, the Affirmative Action plan provides for the establishment of an awareness program, both intra and extramurally; the review of personnel policies to ensure they are supportive of Affirmative Action; and the establishment of review procedures for programs/courses in the colleges.



Affirmative Action Plan

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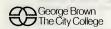
Affirmative Action Objective

To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

Results Oriented Specific Objective

- (a) To prepare and distribute report on present status of women at G.B.C.
- (b) To make women aware of Affirmative Action/Equal Opportunity at G.B.C.

		STRATEGY/ACTIVITY	RESPONSIBILITY	MEASUREMENT CRITERIA
1.	Gove Affi thro	ident's Office and Board of ernors provide visable support to rmative Action/Equal Opportunity ugh such means as GBC COMMENTS, AIC, and Staff Meetings.	President, Vice-Presidents and Women's Adviser	At least three articles and one Staff Meeting by March 31, 1981.
2.	(a)	Collect data specific to each female/male on G.B.C. staff; salary, education, years of employment.	Research and Planning Department	Report on present status of women be completed and presented to the President no later than March, 1981.
	(b)	Analyze data for comparison and identification of specific areas of unequal opportunity and discrimination.	Women's Adviser and Assistant	Report on present status of women.
	(c)	Collect data related to positions posted applicants, interviews and successful candidates by female/male.	Personnel Department, Women's Adviser, and Assistant	Report on present status of women.
	(d)	Ensure that all position bulletins continue to state: "This position is open to both men and women".	Director of Personnel	On-going practice.



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	STRATEGY/ACTIVITY	RESPONSIBILITY	MEASUREMENT CRITERIA
3.	Collect and analyze use of staff development funds by sex, division/department and category of staff.	Comptroller's Office, Women's Adviser, Assistant, Divisions/Departments	Evidence that interested women on staff have equal access to staff development funds.
4.	Provide financial support to Women's Adviser for her activities, including the developing of St. James Campus Women's Committee with a view to increasing the Committee's sphere of influence to the other Campuses and perhaps the community.	Women's Adviser and Assistant, President	St. James Women's Committee active and expanding to other campuses (and perhaps the community).
5.	All selection committees include women knowledgeable in affirmative action.	President, Director of Personnel	All selection committee membership meets with this criteria.
6.	Continue to publish stories about successful G.B.C. women in College publications.	Student Services, Women's Adviser	On-going practice.
7.	Each Division/Department appoint a person to liaise with the Women's Adviser to ensure that their Department/ Division meets College Affirmative Action/Equal Opportunity Objectives.	Deans, Directors, President	Divisional/Departmental representatives appointed and liaison with Women's Adviser established,



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Affirmativo Action Objective

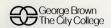
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	\$TRATEGY/ACTIVITY	RESPON	SIBILITY	MEASUREMENT CRITERIA
8.	Present Women's Adviser and Assistant will continue their "add-on" duties in Affirmative Action/Equal Opportunity until the request for a full-time coordinator can be realistically realized.	Women's Adviser and A		Women's Adviser and Assistant acted as resource persons to at leas women's meeting on each campus.
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Affirmative Action Objective 2 To diversify female student enrolment.

Results Oriented Specific Objective

- (a) Prepare a report on present status of women students.
- (b) To increase enrolment of women, particularly in non-traditional programs.

	STRATEGY /ACTIVITY	RESPONSIBILITY	MEASUREMENT CRITERIA
1.	Collect and analyze data and prepare report on current status of women students in the College.	Women's Adviser, Registrar and Coordinator of Placement	Report completed and presented to the President by March 31, 1981.
2.	Secondary School Liaison activities in elementary, secondary and private schools to emphasize that all programs are open to both men and women.	Secondary School Liaison Officer	Established practice.
3.	Campus tours for potential students, school counsellor and members of the community to stress the acceptance of women in all programs of the College.	Secondary School Liaison Officer	Established practice.
4.	Support be provided for the development of women's courses as recognized electives.	Academic Vice-President, Academic Divisions	Number of women's courses being offered.
5.	Examine the need for improved washrooms, showers, change rooms, etc. for women especially in skill trade areas.	Physical Resources, Campus Principals, Women's Adviser and Assistant	Information to be included in report to the President.



Affirmative Action Plan

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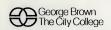
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Objective

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	STRATEGY/ACTIVITY	RESP	ONSIBILITY	MEASUREMENT CRITERIA
6.	Women's Adviser and Assistant to maintain support to women students, potential students and Women's Campus interest groups as a means to decrease drop-outs and maintain enrolment.		d Assistant	. Statistical data related to action taken.
7.	Women's Adviser and Assistant to be available to meet with women students on any matter of concern to them, including complaints of discrimination.		d Assistant	Record of meetings and action taken.
8.	All College publications to be monitored to exclude sex bias.	Student Services		Established practice.
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Affirmative Action Plan

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Affirmative Action Objective Ensure that programs reflect the female experience and meet the changing, expanding roles of women.

Results Oriented Specific Objective

Identify two Divisions to analyze programs/ courses in relation to Objective #3.

STRATEGY /ACTIVITY	RESPONSIBILITY	MEASUREMENT CRITERIA
f two Divisions.	President	The identification and agreement of two Divisions.
dviser and Assistant to meet s from selected Divisions to tion plan.	Women's Adviser	Plan developed.
vo Divisions be responsible for outlines of courses, classroom and terminologies for sex bias.	Deans	Report their actions to President.
dviser and Assistant to meet en students at least once a o discuss concerns related to es/programs.	Women's Adviser and Assistant	Statistical data related to these meetings tabulated.
dviser and Assistant to liaise in two Divisions on an on- s to become aware of their	Women's Adviser and Assistant	Statistical data related to these meetings tabulated.
n of "Sex-Bias" sheet to all departments in the College, at e time.	Women's Adviser and Assistant	Information distributed.
	dviser and Assistant to meet is from selected Divisions to ion plan. To Divisions be responsible for putlines of courses, classroom d terminologies for sex bias. To dviser and Assistant to meet in students at least once a o discuss concerns related to es/programs. To dviser and Assistant to liaise in two Divisions on an ones to become aware of their in of "Sex-Bias" sheet to all epartments in the College, at	dviser and Assistant to meet s from selected Divisions to ion plan. vo Divisions be responsible for putlines of courses, classroom d terminologies for sex bias. dviser and Assistant to meet m students at least once a o discuss concerns related to es/programs. Women's Adviser and Assistant Women's Adviser and Assistant Women's Adviser and Assistant Women's Adviser and Assistant Women's Adviser and Assistant